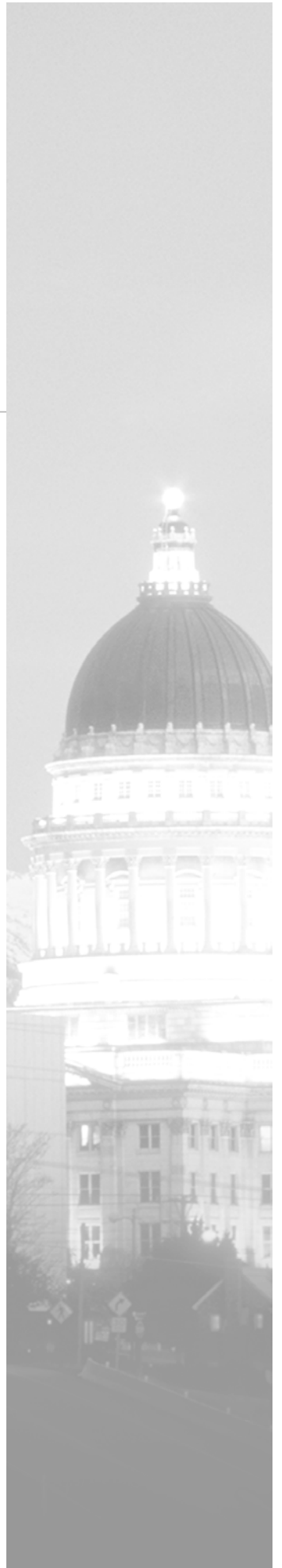


1000 Day Plan

March 10, 2003 – Day 400

Governor Mike Leavitt
www.utah.gov



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Utah's 1000-Day Economic Plan Day 400 Update

I. **This plan is framed by four principles:**

- a. **Long-term orientation** – We desire to achieve a 1,000 days of progress that will benefit Utah over a 10,000 day horizon.
- b. **Correlative** – We desire to benefit from many correlated 1,000-day plans.
- c. **Adaptive** – We will update the plan every 200 days.
- d. **Measured** – We will track our progress using key measures and milestones.

II. **Our economy is prosperous when quality jobs are available statewide, and government performs its limited role effectively. At the most general level, we define economic success via four measures:**

- a. Job growth exceeds the growth in the workforce.
- b. Utah wages increase faster than inflation.
- c. The benefits of economic prosperity are felt statewide.
- d. Growth in the economy exceeds growth in government spending.

We will track these measures, as well as additional indicators of our progress.

III. **Our plan is to actively pursue three major strategies:**

- a. Invest in people.
- b. Develop Utah as a center for technology investment, employment and entrepreneurship.
- c. Enhance life quality.

IV. **Strategy #1 – Invest in people.**

Education leads prosperity. Utah learned this during the 1990s when by doubling the investment in education and increasing the number of adults with college degrees, the state sustained its longest sustained economic expansion. In the information age, education is economic fuel. We must transform Utah's education system to be tech-smart, competency-measured and market fast. Enhancements and investment in education form the keystone to the state's economic development policy.

Action Steps:

- a. **Funding** – Make the quality of Utah's public and higher education system the highest funding priority of state government.

- b. **Competency** – Transform Utah’s education system to be competency-measured. By valuing performance instead of seat-time, we will train Utah students to succeed in the global economy.
- c. **Choice and competition** -- Expand choice and competition by increasing the number of and funding for charter schools.
 - i. Accelerate the implementation of high tech high schools.
 - ii. Create a template for charter schools that are custom fit to targeted sponsors or industries.
 - iii. Secure funding parity for charter schools with other public schools.
 - iv. Create and enlarge capital funds for charter schools.
- d. **Accountability** – Make Utah schools accountable by testing each student against definable standards, reporting measurable results and preparing value-added reports by school and district.
- e. **Technology-oriented** – Double the number of engineering, math and computer science students by 2005.
 - i. Build two new engineering facilities at the University of Utah and Utah State University.
 - ii. Fund increased capacity for new faculty, classrooms and equipment.
 - iii. Retain and train new math, science and information technology teachers.

V. Strategy #2 – Develop Utah as a center for technology investment, employment and entrepreneurship.

Economic leadership begins with innovation. Utah ideas – such as the television, artificial heart, limb and kidney, computer graphics, word processing, and networking – have changed the world. Too often much of the economic wealth created by these ideas leaves Utah to be developed elsewhere. By developing Utah as a top-tier technology state the benefits of Utah’s innovations will remain in the state and Utah will prosper in the information age.

Action Steps:

- a. **Business climate** – Maintain a fair tax and regulatory environment where business can operate profitably.
- b. **Utah brand** – Develop and market Utah’s global brand of competence, natural beauty and friendly, great people via business and travel development.
 - i. Reinforce the Utah message.
 - 1. Rapidly growing workforce.
 - 2. Education oriented.
 - 3. Tech savvy.
 - 4. Affordable.
 - 5. Recreation-minded and livable.

- c. **Trade missions** – Conduct regular foreign and domestic trade missions to build a network of individual, regional and international alliances that build upon Utah’s economic strengths.
 - i. **Moscow** – Participate in Summer Games in Moscow in July 2003 and host Winter Games in February 2004.
 - ii. **Mexico City** – Expand educational and health care opportunities for Mexican immigrants and support sensible immigration reforms. Increase Utah/Mexico trade by reducing trade barriers and supporting economic opportunities.
 - iii. **Athens and Torino** – Help Utah companies secure Olympic contracts in future Olympic cities.
 - iv. **Asia** – Increase trade by establishing business connections and sharing the Utah brand.
 - v. **Europe** – Increase trade by establishing business connections and sharing the Utah brand.
 - vi. **Domestic cities and Canada** – Expand business opportunities for Utah companies by promoting Utah’s economic ecosystems and sharing the Utah brand.
- d. **Target industries** – Create economic ecosystems and make them a well-recognized icon of Utah’s technology leadership.
 - i. Web Services.
 - ii. Digital Media.
 - iii. Biotechnology and Human Genetics.
 - iv. Medical Devices.
 - v. Sports.
 - vi. Travel and Tourism.
 - vii. Nutraceuticals.
 - viii. Aerospace and General Aviation.
 - ix. Wealth Management.
 - x. Health Informatics (focus on rural Utah).
 - xi. Others being developed.
- e. **Rural focus** – Develop rural Smart Sites to create high quality jobs and diversify the economy in rural Utah.
- f. **Venture capital** – Increase Utah’s visibility with venture capital markets.

VI. **Strategy #3 – Enhance Utah’s life quality and economic viability.**

In the information age, talent is king. No longer is a region’s success defined by proximity to a seaport, rail station, gold mine or big city. Instead, a region’s greatest economic asset is a livable community with free-flowing traffic, clean air and water, attractive natural landscapes, and fabulous places to recreate. The most prosperous economies will be those that retain or attract people with talent. And people with talent can live anywhere they want. They will choose places with life quality.

Action Steps:

- a. **Quality growth** – Implement quality growth strategies.
 - i. Conserve an average of 10,000 acres a year of critical land.
 - ii. Promote a conservation ethic.
 1. Governor's Water Conservation Team
 2. PowerForward
 - iii. Align state funding with quality growth priorities.
 1. Create Quality Growth Communities.
 - iv. Foster meaningful planning at the community level.
 1. Designate 40 21st Century Communities by 2004.
 2. Develop a county land planning toolkit.
 3. Help communities to develop infrastructure efficiently.
 - v. Restore and preserve the state Capitol.
 - vi. Create a superb system of recreational trails and streams.
 - vii. Actively advance policies to improve air and water quality.
- b. **Nuclear waste** – Keep high-level nuclear waste from being stored in Utah.
- c. **Transportation** – Improve and expand roads and rail transportation.
 - i. Complete all Centennial Highway Projects.
 - ii. Preserve transportation corridors and plan for future growth.
 - iii. Resolve access issues to rural road rights-of-way.
 - iv. Support for commuter rail.
 - v. Expand light rail.
- d. **Online government** – Promote government services online 24/7.
 - i. Increase number of services and their usage by residents and businesses.
 - ii. Build online services that are resident-focused rather than agency-focused.
 - iii. Expand broadband access.
- e. **Safe communities** -- Develop an integrated homeland security plan among state agencies and all levels of government.
- f. **Health care** – Expand health care coverage to working families who cannot afford insurance.
- g. **Public-purpose research** – Create within the community a nationally-recognized public policy center that will advance key policy objectives of the administration.
 - i. **Enlibra** – Increase the speed and decreases the cost of environmental progress.
 - ii. **Streamlined sales tax** – Create a level playing field for main street retail businesses.
 - iii. **Competency-measured education** – Increase quality, velocity and flexibility of education.

Milestones

- **Day 1**, February 4, 2002, announced 240 scholarships and 385 excellence awards for teachers to retain and train talented math and science teachers. One-third of these were awarded to teachers and administrators in rural areas. These awards will help the state achieve the goal of doubling the number of engineering, computer science and math students by 2004.
- **Day 1**, February 4, 2002, the state's Intelligent Transportation System completely enabled to help monitor and improve travel on Utah roadways. The system includes 233 traffic cameras that are used to save time, resources and lives as transportation and public safety officials manage transportation.
- **Days 5 – 40**, February 8, 2002 through March 15, 2002, hosted the world for the 2002 Olympic Winter Games and Paralympics. An international television audience of 3.5 billion people watched the Games. In addition, the state hosted President Bush and seven members of his cabinet, 350 investors and venture capitalists, and dignitaries from 77 countries.
- **Day 6**, February 9, 2002, the state received a Medicaid waiver to provide 25,000 more working Utahns with health insurance.
- **Day 8**, February 11, 2002, the Utah Smart Site program received training materials valued at \$437,800 from LearnKey, Inc., a St. George-based firm that produces self-paced, interactive IT learning tools.
- **Day 21**, February 24, 2002, Utah's TV spot market ad campaign reached 6.1 million people in Los Angeles, San Francisco and San Diego during the closing week of the 2002 Olympic Winter Games. The Campaign featured Utah as the official Olympic playground before, during and after the Games.
- **Day 22**, February 25, 2002, the state received two checks from the Salt Lake Organizing Committee: a \$40 million endowment to develop Utah as a winter sports capital and a \$59 million repayment to Utah taxpayers for venue construction.
- **Day 22**, February 25, 2002, the Utah Immunization Program reached the goal of enrolling 200 private providers in the Utah Vaccines for Children Program.
- **Day 25**, February 28, 2002, Utah's Home Energy Assistance Target (HEAT) program served about 33,000 households, exceeding last year's record. The program helps low-income and elderly residents pay their winter home heating bills.
- **Day 40**, March 15, 2002, vSpring launched a \$120 million venture fund targeting Utah companies with an emphasis in software, communications and life sciences.
- **Day 40**, March 15, 2002, Utah successfully regulated the destruction of 44% of the chemical weapons stockpiled at the Deseret Chemical Depot. All of the GB agent and weteye bombs have been destroyed and the Army will soon initiate the campaign to destroy stockpiled VX agent.
- **Day 41**, March 16, 2002, state travel development representatives attended the world's largest travel trade show. The success of the 2002 Olympic Winter Games significantly aided the Utah delegation as they promoted Utah's tourism industry with 120 tour operators.

- **Day 43**, March 18, 2002, State of Utah presented \$20 million to the Utah Transit Authority for the purchase of railroad rights-of-ways for commuter rail between Salt Lake and Ogden.
- **Day 44**, March 19, 2002, Siebel Systems announced their decision to locate a 30,000 square foot enterprise data center in Utah, providing nearly 500 jobs for Utah families.
- **Day 44**, March 19, 2002, Bill and Melinda Gates Foundation selects Utah for a \$3.5 million grant to help develop six New Century High Schools (commonly referred to as High Tech High Schools).
- **Day 45**, March 20, 2002, construction begins on the extension buildings of the Capitol campus, marking the beginning of the Capitol restoration project.
- **Day 45**, March 20, 2002, the Olene Walker Housing Trust Fund board approved \$1.5 million in loans for the construction of apartments for low-income residents in West Valley City and Tooele.
- **Day 46**, March 21, 2002, the Utah Navajo Revitalization Fund Board approved \$524,722 in grants to local chapters of government to address housing needs on the Navajo reservation in San Juan County, including the acquisition of modular homes used during the Olympics.
- **Day 49**, March 24, 2002, Utah ranked as the second most friendly e-Commerce state (Progressive Policy Institute). The report measured how state laws, regulations and administrative actions support or hinders Internet use by Americans.
- **Day 49**, March 24, 2002, Utah premiered a TV ad during the Academy Awards promoting post-Olympic travel to Utah. The ad was broadcast in Los Angeles, San Francisco, San Diego, Las Vegas, Seattle, Dallas and Portland. The commercial marked the start of a two-week spot market TV campaign to leverage the Games-induced awareness of Utah into higher visitation to the state. The TV campaign reached 7.6 million people.
- **Day 57**, April 1, 2002, SabiOso, a computer software company, opened their new company headquarters in Layton, Utah.
- **Day 60**, April 4, 2002, the state's Permanent Community Impact Fund Board approved \$8.5 million in grants and loans for rural improvement projects, including construction of a new library in Cedar City, a fire-training tower in Carbon County, and the renovation of a theater in Helper.
- **Day 64**, April 8, 2002, Uintah River Technology, the Northern Ute Indian Tribe's Smart Site, assisted in homeland security by providing 65 data entry jobs for the Immigration and Naturalization Services.
- **Day 66**, April 10, 2002, announced a new Governor's Special Assistant for Post-Olympic Projects.
- **Day 71**, April 15, 2002, the state unveiled the nation's first complete unemployment insurance web site: www.jobs.utah.gov. The site offers eligible job seekers the ability to file unemployment insurance claims online. Employers are also able to register new employers, access tax rates, research tax laws and regulations and download forms.
- **Day 75**, April 19, 2002, the state awarded \$1.6 million in Industrial Assistance Fund loans to four rural companies. The loans are expected to create over 1,400 jobs in rural Utah.

- **Day 80**, April 24, 2002, the state provided \$2 million in Centers of Excellence funding for 15 centers and two planning grants. These Centers help transfer economically viable technologies from the university environment to the market, creating jobs for Utahns.
- **Day 82**, April 26, 2002, Governor Leavitt signed legislation enabling undocumented immigrants who have attended and graduated from Utah schools to pay resident tuition. This legislation will help improve Utah's workforce by expanding educational opportunities for ethnic minority individuals
- **Day 87**, May 1, 2002, PriceWaterhouseCoopers report showed Utah companies raised \$48 million in venture capital for the first quarter of 2002, double the \$24 million raised in the first three months of 2001. Recipients of the funds include Utah software, telecommunications, networking, media and entertainment, and retailing/distribution companies.
- **Day 87**, May 1, 2002, Web Services Summit hosted in Salt Lake City.
- **Day 90**, May 4, 2002, Salt Lake City hosts 2,500 corporate real estate site selectors for the CoreNet Global Summit.
- **Day 91**, May 5, 2002, a national survey, conducted by Wirthlin Worldwide, identified positive changes in awareness and image for Utah due to the 2002 Olympic Winter Games. Roughly 7.1 million more people are now more likely to vacation in Utah and the state is now more recognized for its scenic beauty, mountains, winter sports, ski resorts and friendly people.
- **Day 95**, May 9, 2002, the state provided 157 opportunity awards to Utah school districts to attract talented math and science teachers to teach in Utah. Each award amounts to a \$5,000 signing bonus for math and science teachers who sign a four-year contract.
- **Day 95**, May 9, 2002, the Olene Walker Housing Trust Fund received a national award from the Fannie Mae Foundation for leadership in financing home ownership opportunities for people with disabilities. Utah is one of only fourteen states to receive the award.
- **Day 99**, May 13, 2002, 300 acres along the Utah Lake Shoreline Trail conserved for wildlife, wetland, recreation, viewshed and agricultural benefits.
- **Day 101**, May 15, 2002, the state's spring ad campaign began in five national magazines – *Travel Holiday*, *Conde Nast Traveler*, *Sunset*, *Westways* and *Gourmet*.
- **Day 107**, May 21, 2002, Cadence Design Systems, Inc. chose Utah for a new corporate center providing 300 high-paying jobs. Cadence products and services are used to manage and accelerate the design of chips for electronic products such as laptop computers, cell phones, and personal digital assistants. The company employs nearly 6,000 people worldwide and chose Utah because of its talented work force and proximity to Silicon Valley.
- **Day 109**, May 23, 2002, Utah's service to children ranked third by the Anne E. Casey Foundation in the annual KIDS Count report.
- **Day 116**, May 30, 2002, the number of income tax returns filed electronically surpassed 300,000. One in three income tax returns in Utah is now filed electronically.
- **Day 116**, May 30, 2002, a major Korean conglomerate, Samyang Corporation, established a U.S. pharmaceutical research and development operation in Sandy. Three jobs were created with the potential for expansion.

- **Day 118**, June 1, 2002, 150 inmates in Utah correctional facilities received their GED or high school diploma, nearly doubling the largest previous total of 80 inmates. An associate degree/certificate and master's degree were also awarded. These education accomplishments demonstrate how the 1000-day strategy to invest in people extends to the rehabilitation of inmates.
- **Day 118**, June 1, 2002, Utah State Office of Education signed a contract to put GIS software into every K-12 school in the state. Students will learn to use GIS technology across all disciplines of learning.
- **Day 120**, June 3-14, the Utah Department of Health added 6,249 children to the Child Health Insurance Program (CHIP) bringing current enrollment to 22,702. Eighteen percent of the applicants applied online.
- **Day 122**, June 5, 2002, 16 Envision Utah Governor's Quality Growth awards were awarded to exemplary development projects and planning initiatives in Utah. Among those recognized were the Utah Transit Authority for the success of the light rail system, Ogden City for the Ogden Intermodal Transportation Hub, Jordan Valley Water Conservancy District for their demonstration gardens and water conservation plan, and Sandy City's water conservation program.
- **Day 124**, June 7, 2002, Wells' Dairy broke ground on a 158,000 square foot, \$40 million ice cream plant in St. George that will employ 70 people.
- **Day 124**, June 7, 2002, all three of the nationally recognized rating agencies affirmed Utah's AAA bond rating. Utah is one of only ten states with the prestigious rating that assesses credit worthiness. The rating allows Utah to borrow at the lowest possible interest rate. Some states' ratings have been downgraded or put on credit watch due to significant economic and budget challenges.
- **Day 124**, June 7, 2002, Utah Smart Sites commemorated their one-year anniversary by announcing the creation of 400 jobs and the newest Smart Site, located in Kanab, Utah. Smart Sites are facilities with high-speed bandwidth where a company employs trained rural workers to perform computer, telecommunications or data entry services. Smart Sites are currently located in 15 communities around the state. Governor Leavitt desires to create 1,000 new rural jobs at Smart Sites over the next 1,000 days.
- **Day 127**, June 10, 2002, Utah's standing in the New Economy ranked 12th among states by the Progressive Policy Index. The 2002 State New Economy Index uses 21 economic indicators to measure states' readiness to succeed in the information age. Among the categories rated, Utah ranked high in Knowledge Jobs, Economic Dynamism, and Digital Economy, but low in Globalization.
- **Day 128**, June 11, 2002, Ballard Town joins 14 other cities and counties in Utah as a 21st Century Community. Governor Leavitt issued a challenge to all Utah communities to engage in a planning process that will create economic opportunity and preserve life quality for residents. To become a 21st Century Community, a city or county must develop a game plan for success in the face of rapid economic and demographic change.
- **Day 131**, June 14, 2002, Governor Leavitt launched the 2002 PowerForward energy efficiency and conservation campaign. The campaign includes an alert network to inform energy consumers of days when extra conservation is advised, as well as a year-round energy efficiency and conservation program.

- **Day 135**, June 18, 2002, Governor Leavitt formed the Employers Education Coalition which is a coalition of business leaders lead by Salt Lake Organizing Committee CEO, Fraser Bullock, interested in continuous improvement in Utah's education system. This coalition will identify implications of current trends, assess the financial viability of Utah's public and higher education system, identify objectives that are critical to long-term success, and suggest methods for tracking success. The Coalition will receive technical support from the Utah Foundation, and make recommendations to decision-makers by November 2002.
- **Day 136**, June 19, 2002, Governor Leavitt announced the second largest land exchange in state history. The agreement swaps 108,000 acres of scattered parcels of scenic and environmentally sensitive state-owned trust lands for 135,000 acres of federally owned lands that are suitable for residential, commercial, oil, gas and mineral development. Many of the exchanged lands are located in the spectacular San Rafael Swell area and the environmentally sensitive desert tortoise habitat. The exchange will provide economic benefits to rural Utah, funding for Utah schoolchildren, and conservation of critical lands. The exchange is subject to congressional approval.
- **Day 136**, June 19, 2002, Governor Leavitt released budget principles as a guiding framework to align the state's budget strategy with the state's economic development strategy. Legislators will meet in a special session June 26, 2002 to address a \$173 million revenue shortfall. In addition to addressing new infrastructure investment and vital human service needs, Leavitt's principles support budget decisions that protect the quality of Utah's public and higher education system, ensure Utah will remain a AAA bond-rated state, and make certain short term actions do not impair long-term prosperity.
- **Day 137**, June 20, 2002, as promised, the state restored the Soldier Hollow Olympic park and ride lot to its natural and vegetative state. The project was completed five months ahead of schedule.
- **Day 146**, June 29, 2002, 430 volunteers contributed over 18,000 hours labor to rehabilitate approximately 70 homes near Navajo Mountain in San Juan County. The Utah National Guard helped to transport approximately 300,000 gallons of water to community water tanks to enable the charitable project. Thirty homes were re-roofed, 10 wheel-chair ramps were rebuilt, and 10 outhouses were reconstructed.
- **Day 148**, July 1, 2002, the Utah Department of Health initiated the Primary Care Network, welcoming 25,000 working Utah adults to health insurance. This new form of Medicaid coverage is the first of its kind in the nation. The Network will remain open until 25,000 eligible adults are covered. To date, the program has accepted 8,018 applications and approved 1,863 of these. Thirteen percent of applications were submitted online.
- **Day 148**, July 1, 2002, Utah was selected by the National Governor's Association as a pilot state to develop a policy academy on transportation issues. Transportation planners including UDOT, Wasatch Front Regional Council, Utah Transit Authority, and Envision Utah all participate in the academy.
- **Day 149**, July 2, 2002, Utah received a High Performance Bonus award of \$3.8 million from the U.S. Department of Health and Human Service for moving people from welfare to work. The award was given to the top ten performing states in the country, and demonstrates Utah's commitment to welfare reform. The money will be invested in people, including a range of supportive services to overcome barriers to employment and self-sufficiency.

- **Day 153**, July 6, 2002, Governor Leavitt proposed a FY 2003 budget that maintained the quality of public and higher education in Utah by exempting schools and universities from additional cuts. The budget plan was necessary to address a \$173 million shortfall for the current fiscal year, which started July 1. Leavitt's plan aligned the state's budget and economic policy by making investing in people a top priority.
- **Day 155**, July 8, 2002, the Utah legislature unanimously passed a resolution supporting the second largest land exchange in state history. Congress must now approve the trade.
- **Day 155**, July 8, 2002, a national study ranked Salt Lake City 15th for Internet access, a dramatic rise from the last report in 1997. Authors of the study say Utah's strong showing was demonstrative of government and commercial commitment to building information technology.
- **Day 156**, July 9, 2002, Governor Leavitt worked with the legislature to restore proposed cuts of \$15 million in public education, \$7 million in higher education, and \$6 million in vital human services to the FY 2003 budget.
- **Day 158**, July 11, 2002, the Utah Department of Health launched Olympic Public Health List Serve, linking public health professionals from past and future Olympic host and bid cities. The list serve allows for more timely and complete sharing of lessons learned and access to consultation regarding the major public health impacts of hosting the Games, including emergency medical services, disease monitoring, food and environmental regulation, public information, health promotion, and disaster preparedness.
- **Day 162**, July 15, 2002, the state issued a request for proposed energy performance contracting services that provide energy efficiency equipment upgrades and operations improvements at four state building campuses.
- **Day 178**, July 31, 2002, Utah ends the hottest July on record with 11 PowerForward yellow alerts. Utahns responded by reducing demand for electricity during peak hours by an estimated 75-90 Mw.
- **Day 178**, July 31, 2002, the Center for Disease Control granted \$9.97 million to the Utah Department of Health to prevent and respond to acts of bioterrorism and to enhance public health systems and resources.
- **Day 170**, July 23, 2002, Utah Division of Business and Economic Development's Utah Smart Site Program partnered with Weber State University to offer Internet-based medical coding training to create rural jobs.
- **Day 178**, July 31, 2002, the Utah Department of Transportation completed the first phase of an eGovernment initiative to provide motor carrier permits online.
- **Day 179**, August 1, 2002, the state's Permanent Community Impact Fund Board approves \$6.5 million in grants and loans for rural improvement projects. They include the purchase of new equipment for a hospital in Monticello that will provide better health care for residents of the southeastern portion of the state.
- **Day 183**, August 5, 2002, an ambitious new framework for the organization and deployment of information technology services within state government is launched. The changes are designed to accelerate state efforts to offer services online by 2004. The new structure will improve the efficiency of state government by promoting an enterprise approach.

- **Day 184**, August 6, 2002, the governor's Chief of Staff completed visits to every state agency to present the governor's 1000-day plan to encourage alignment of agency priorities and to ask each agency to develop their own 1000-day plan.
- **Day 185**, August 7, 2002, the Utah Department of Commerce launched a searchable, online database of agricultural liens which cover crops, cattle, equipment and other related collateral. Previously, users had to wait for a bi-monthly list to look up debtors and check collateral.
- **Day 185**, August 7, 2002, Utah is one of only four states to receive a grant from the U.S. Department of Education as part of President Bush's Reading First initiative. Utah will receive \$4.6 million in the first year and \$30 million over the next six years to support literacy efforts for children in the state's poorest school districts.
- **Day 186**, August 8, 2002, Olympic trade missions are announced on the 6-month anniversary of Opening Ceremony. The trade missions are designed to promote the economic interests of the state by leveraging the success of the Games. All interested parties are invited to join the state in domestic and foreign trade missions.
- **Day 186**, August 8, 2002, Utah received a \$338,944 information technology grant to provide more efficient delivery of environmental services online. The grant will allow the Department of Environmental Quality to share real-time, environmental data with EPA and other parties over the Internet.
- **Day 186**, August 8, 2002, Governor Leavitt joined federal and Emery County partners to announce a community dialogue process to explore appropriate land designation options for Utah's scenic San Rafael Swell area. A multifaceted program will be used to elicit frank discussion and common sense problem solving for the planning process.
- **Day 186**, August 8, 2002, Governor Mike Leavitt presented Sgt. 1st Class Layne R. Morris with a Medal of Merit and Certificate of Honor for his service to our nation in the war against terrorism. Morris, a demolitions expert for the Utah National Guard's 19th Special Forces, was injured in Afghanistan during a firefight with enemy forces. Morris also received a Purple Heart for his bravery. Utah has continues to lead the nation in percentage of guard personnel called to fight the war against terrorism, providing language support, peacekeeping operations, foreign internal defenses, base security and infrastructure rebuilding.
- **Day 187**, August 9, 2002, the Utah Film Commission released its fiscal year-end numbers and reported the motion picture industry and Olympic filming activities added \$141.6 million to state coffers last year. That figure is up from the 2000/2001 figures of \$117 million.
- **Day 193**, August 15, 2002, Verdi White II named Deputy for Homeland Security. White will advice the governor on homeland security policy, and help align Utah's homeland security efforts with national priorities.
- **Day 193**, August 15, 2002, MountainWest Venture Group and the State of Utah launched online, real time, deal flow reporting of public and private IPOs, venture equity deals, mergers, acquisitions and other deal types. The new site can be found at www.mwvg.org.
- **Day 194**, August 16, 2002, Governor Leavitt announced two new Smart Sites in rural Utah (Delta and Fillmore) and a new economic ecosystem called Health Informatics (medical coding, medical transcription and insurance auditing). The state has received a commitment from a medical coding company to provide up to 100 jobs in rural Utah as soon as workers are trained, and is in negotiation with three other health information companies. The success of these Smart Sites and

new economic ecosystem will be supplemented by a \$550,000 grant to the Smart Site initiative from the Utah Department of Workforce Services.

- **Day 197**, August 19, 2002, Utah completed its largest Mormon cricket and grasshopper control effort with the treatment of more than 100,000 acres.
- **Day 198**, August 20, 2002, Avia Code announced the intent to hire 100 medical coders through the Utah Smart Site program. The average coder will earn between \$15-\$20 per hour.
- **Day 199**, August 21, 2002, ACT Assessment, Inc released results of the 2002 ACT college entrance exam. Utah students scored above the national average, with an average score of 21.4.
- **Day 200**, August 22, 2002, the Utah Technology Alliance launched the economic ecosystem web page.
- **Day 200**, August 22, 2002, the Utah Department of Environmental Quality marked the successful, safe destruction of 44% of the chemical weapons stockpile held at the Tooele Army Depot. DEQ began oversight of the army project six years ago today.
- **Day 208**, August 30, 2002, the Utah Department of Transportation and the Utah Tax Commission announced a new website designed to provide easy access to motor carrier information. The site represents the first step in providing electronic services to the motor carrier industry.
- **Day 210**, September 1, 2002, a major revision of the 1994 Utah County PM10 Air Quality Plan established new limits for industry and vehicle emissions in Utah County that opens the way for transportation funds that have been frozen since August 2000. The new plan enhanced air quality while providing more flexibility to industry and transportation planners.
- **Day 227**, September 18, 2002, the Gadsby power generating plant officially opened, in the culmination of a partnership between state and local officials and Utah Power. The plant opened in just five months, benefiting from the state's push for streamlined permitting to meet the demand for power.
- **Day 229**, September 20, 2002, the state Board of Business and Economic Development approved a \$3.73 million grant for GenData Research, a nonprofit corporation created by the University of Utah and the Huntsman Cancer Foundation. GenData is expected to expand the state's biomedical and human genetics industry, resulting in research and economic benefits for the state.
- **Day 229**, September 20, 2002, the Utah College of Applied Technology received permission from the State Board of Regents to begin offering associate's degrees in information technology, computer aided drafting, and design and medical assisting.
- **Day 331**, December 31, 2002, the public could now access real-time air quality information 24/7/365 at utah.gov, enabling citizens to take appropriate actions to reduce air pollution in communities where they live and work. The interactive application improved the efficiency and delivery of environmental information online.
- **Day 333**, January 2, 2003, the State of Utah submitted a final application to the U.S. Nuclear Regulatory Commission to receive primacy for regulating Utah's uranium mills and tailings. Primacy of this program means better communication with the public, more public participation, elimination of duplicative regulatory responsibilities, and a more cost-effective program for the regulated community.

- **Day 240**, October 1, 2002, the first chemical phosphorous removal plant in the state of Utah began operating as part of a watershed restoration plan that will remove excess nutrients from East Canyon Creek and Reservoir. This plant, along with other elements of the watershed plan, drastically reduces nutrient pollution of these waters and returns them to healthy fisheries. The plan was developed through a state-local partnership of watershed stakeholders.
- **Day 249-251**, October 10-12, 2002, Governor Leavitt and a delegation of sport and business leaders visited Moscow on Utah's first international Olympic Trade Mission. During the visit, the governor and the Mayor of Moscow officially established a youth sports exchange program. The delegation also met with Utah and Russian businesspeople to discuss mutually beneficial economic opportunities. More trade missions are planned over the next year.
- **Day 241**, October 2, 2002, Governor Leavitt announced that Utahns saved 9 billion gallons of water this summer, despite record high temperatures and the fourth year in a drought cycle. Water usage decreased by 11%, which is enough to fill the Delta Center 73 times, or meet the total water needs of St. George for approximately 10 months. In addition, 261 large water users, including the LDS Church, Mount Calvary Cemetery and Sandy City Parks, participated in workshops sponsored by members of the Governor's Water Conservation Team. Water district employees are working with these agencies to help them adopt water-wise practices.
- **Day 257**, October 18, 2002, the Ogden High Tech Center announced the creation of 1,700 new full-time positions in Ogden, through a \$900,000 incentive legislative pass-through. The concept for the center is to create a multi-university extension campus and research park in downtown Ogden to facilitate the development of a technology incubator for northern Utah.
- **Day 257**, October 18, 2002, the governor announced the principal and board of trustees for the first of five "high-tech high schools." Known as New Century High Schools, the schools are designed to support one of Utah's economic ecosystems, including digital media, biotechnology and engineering. Utah's first New Century High School will open its doors in Fall 2003, specializing in math, science and engineering.
- **Day 264**, October 25, 2002, over one hundred senior leaders involved in Olympic security planning and operations concluded a two-day facilitated discussion about Olympic and large event security. The sponsors of the conference will now organize and document the lessons learned so they can be shared with emerging homeland security plans and organizers of future security operations, including the upcoming Olympic Games in Athens, Greece and Torino, Italy.
- **Day 271**, November 1, 2002, continuing to use the emotional connections of the Games to promote Utah's winter vacation possibilities, network and cable television ads appeared during the 2002-03 season in the Dallas and Los Angeles markets. Complementing the television ads were metro traffic reports aimed at listeners in Dallas, Los Angeles, and Portland.
- **Day 274**, November 4, 2002, jobs.utah.gov, is launched. This cutting-edge, online, self-directed job matching system allows job seekers and employers to instantly find each other. Already, over 4,000 kinds of jobs are listed on the site, with 10,000 openings for Utahns.
- **Day 277**, November 7, 2002, The Center for Digital Government and Government Technology magazine ranked Utah 7th in the nation in its 2002 Digital State Survey. The nationally-recognized study rates states by examining the availability and adoption of online state government services, including social services, law enforcement, electronic commerce and business regulation, management and administration, taxation and revenue, education and transportation.

- **Day 282**, November 12, 2002, representatives from 33 states and the District of Columbia approved a multi-state agreement to simplify the nation's sales tax laws by establishing one uniform system to administer and collect sales taxes. Under the agreement, state legislatures can immediately begin to consider and pass legislation that will implement the agreement and bring their states into compliance. The agreement does not become binding until 10 states, comprising at least 20% of the total population of states with a sales tax, have approved it.
- **Day 284**, November 14, 2002, a United Health Foundation State Health Rankings Report ranked Utah as the fourth healthiest state in the nation. Utah's strengths included the lowest prevalence of smoking in the country at 13.2 percent of the population, the lowest risk for heart disease at 19 percent below the national average, the lowest rate of heart disease at 197.9 deaths per 100,000 population and the lowest cancer deaths at 167.8 deaths per 100,000 population. Utah is among the top 10 states for low violent crime, strong high school graduation rates, few limited activity days, low total mortality, low infant mortality and a low rate of premature death.
- **Day 292**, November 22, 2002, the second open enrollment for the Children's Health Insurance Program (CHIP) ended with 9,359 applications, 45% of which were submitted online. Currently, over 26,000 children are covered by CHIP. Since the inception of the program in 1998, over 50,000 children have been served. Applicants to the Primary Care Network, a health insurance program for adults who can't afford private insurance and qualify based on age and income, are also applying online. Since PCN began in July of 2002, 11% of applicants have submitted their applications online.
- **Day 291**, November 21, 2002, The Manhattan Institute for Policy Research issued its report, "Public School Graduation Rates in the United States," which shows Utah has the third best high school graduation rate in the country behind only New Jersey and North Dakota.
- **Day 304**, December 2, 2002, Governor Leavitt wrote to President Bush asking him to terminate the public process to discuss the creation of a national monument in the San Rafael Swell, after Emery County residents voted against exploring the concept. The process, which the governor supported, would have allowed extensive public input on the determination of land within the Swell.
- **Day 308**, December 9, 2002, the Utah Statewide Immunization System exceeded one million patient records in its database. Health care providers at hundreds of locations statewide have used the system over the Web to coordinate the immunizations of Utah children.
- **Day 313**, December 13, 2002, the Employer's Education Coalition released its report on the state of education in Utah. The group was convened by Governor Leavitt to examine the state of education and offer suggestions for improvement. Conclusions of the report include: measuring competency rather than "seat time", increasing accountability, establishing a more stable funding source, refocusing on core academics, and expanding school choice.
- **Day 314**, December 14, 2002, Governor Leavitt made students the highest priority of his fiscal year 2003 and 2004 budget recommendations by proposing no additional cuts in public education. Recommendations include a total of \$63.9 million in new funding for public education, including recommendations to fund 4,800 new students. To keep education whole, he proposed a combination of non-education program cuts, such as delays in road construction and reductions in water subsidies.
- **Day 318**, December 18, 2003, the Sixth Special Session of the Utah Legislature ended with no further cuts to education budgets.

- **Day 319**, December 19, 2002, the Olene Walker Housing Trust Fund board approved \$909,800 in low-interest loans for the purchase and renovation of 164 apartments for low-income residents in Blanding and Ogden.
- **Day 335**, January 4, 2003, Governor Mike Leavitt preserved vital services for Utahns by vetoing \$7.8 million in cuts to public safety, corrections and courts.
- **Day 337**, January 6, 2003, W. Val Oveson is appointed state Chief Information Officer. Oveson will follow-up on the recommendations of his predecessor by improving the state's information technology structure and operation, working with the legislature to improve information technology governance, reducing fragmentation of the state's technical infrastructure, build common data storage and exchange standards, and developing budget and fund models that reward and encourage joint applications development.
- **Day 338**, January 7, 2003, the Utah Department of Transportation launched an electronic bidding process for construction and other transportation related projects. This online service provides ease for businesses and encourages competitive bids to save taxpayer dollars.
- **Day 340**, January 9, 2003, Bomatic, Inc. announced plans to build a 100,000 square foot plastics manufacturing plant in St. George that will employ 100 people. Bomatic plans to hire up to 225 employees in southern Utah over a 10-year period.
- **Day 352**, January 21, 2003, the name of the state's first high-tech high school is announced during the 2003 State of the State Address. The Academy of Math Engineering and Science will open its doors in the fall of 2003 at Cottonwood High School. Five others, each focusing on unique areas, are slated to open over the next few years.
- **Day 352**, January 21, 2003, Governor Leavitt initiated a historic transformation in the system of measuring success and funding public schools by delineating a path for competency measured learning.
- **Day 352**, January 21, 2003, the creation of up to 1,000 jobs in the health informatics industry is announced during the 2003 State of the State Address. Two companies have agreed to partner with Utah's Smart Site program to provide quality jobs in rural Utah. To date, 600 new jobs have been created at Smart Sites across the state.
- **Day 358**, January 27, 2003, the Utah Department of Transportation moved its transportation project and design plans online. By maintaining these extensive plans online, the state can improve efficiency, allow greater access to planners and contractors and reduce costs to taxpayers.
- **Day 360**, January 29, 2003, Winterfest activities were held January 29-February 9 in Salt Lake City, Park City, Ogden, Provo, Huntsville, West Valley City, Wasatch County, and Weber County. The events coincided with the one-year anniversary of the 2002 Olympic Winter Games. Activities included an International Business Summit sponsored by the International Business Development Office.
- **Day 364-366**, February 2-4, 2003, Governor Mike Leavitt led a delegation of 50 businesses, education and government representatives to Mexico City for the second of several trade missions designed to increase economic and cultural opportunities for Utah. Leavitt met with President Vicente Fox and seven members of his cabinet. A reception was held at the U.S. ambassador's residence for the Utah delegation and Mexico's top business representatives. Leavitt returned with plans to improve education and health care services to Mexican citizens residing in Utah.

- **Day 367**, February 5, 2003, Lt. Gov. Olene Walker attended a ceremony to mark the completion of the purchase and renovation of the Capitol Villa apartment complex in Salt Lake City that provides affordable housing for senior citizens and the disabled. Capitol Villa contains 108 one-bedroom units.
- **Day 368**, February 6, 2003, friends of the Institute for State Studies reconvened for the one-year Olympic anniversary. The institute, now called Oquirrh Institute, has been renamed after Utah's Oquirrh Mountains. The Oquirrh Institute, which is an Indian word for "first light", is a public purpose non-profit research entity devoted to shedding first light on emergent public policy issues.
- **Day 377**, February 15, 2003, former chief Olympic officer Fraser Bullock launched a new multi-million venture capital fund called Sorenson Capital. The fund is the fourth home-generated fund that exceeds \$100 million.
- **Day 394**, March 4, 2003, marked four months since the launch of jobs.utah.gov. In four months 242,000 plus referrals made, 772 jobs posted by employers, 952 hires posted by employers, 17,800 new registrations.
- **Day 395**, March 5, 2003, the state legislature adopted the governor's recommendation to add 51 new caseworkers and trainers for the Division of Child and Family Services.
- **Day 395**, March 5, 2003, the governor actively supported the passage of two education bills that create a path to a competency-measured education and increased competition and choice through charter schools. SB 164, EDUCATION REFORM, and SB 57SI, CHARTER SCHOOL AMENDMENTS, define a path for Utah's education system to measure competency, not seat-time, and provide charter schools with equal financial support as other public schools, including a capital facilities revolving loan fund. In the 2003 General Session, the legislature approved eight more charter schools (in addition to 13 already in operation, six high tech high schools that were approved in the prior session and an unlimited number of locally-authorized charter schools). A Competency Summit will be held in the Fall 2003 to solicit input from parents, teachers, administrators, school board members, businesses and other stakeholders on making the sweeping change toward competency.
- **Day 395**, March 5, 2003, the legislature again supported the governor's vision for making Utah a capital for technology employment, investment and entrepreneurship by funding more resources for Utah's engineering schools, providing \$600 thousand in scholarships for math and science teachers and appropriated \$250 thousand for New Century Scholarships. These investments will help the state to double the number of engineering, math and science students.
- **Days 399 through 405**, March 9-15, 2003, State Olympic Officer Lane Beattie led a Utah delegation on a trade mission to the next two Olympic cities: Athens, Greece and Torino, Italy. Twenty-one business people, many of whom were Olympic suppliers for the 2002 Olympic Games, were present on the trade mission seeking to expand business in these Olympic cities.
- **Day 400**, March 10, 2003, the Nuclear Regulatory licensing board announced the rejection of the Private Fuels Storage Consortium license to bring high-level nuclear waste to Utah. The Atomic Safety and Licensing Board agreed with the state and concluded that military aircraft operations in the area present an unacceptable safety risk. Governor Leavitt will continue to pursue a multi-faceted strategy to prevent high-level nuclear waste from being stored in Utah.
- **Day 400**, March 10, 2003, Utah's environmental Olympic legacy continued as state agencies collaborated to launch the "Where Life and Landscape Connect" Web site for residents and

visitors. The Governor-initiated program promotes a healthy environment, agricultural viability, livable communities, tourism, recreation, and Utah's beautiful natural resources.

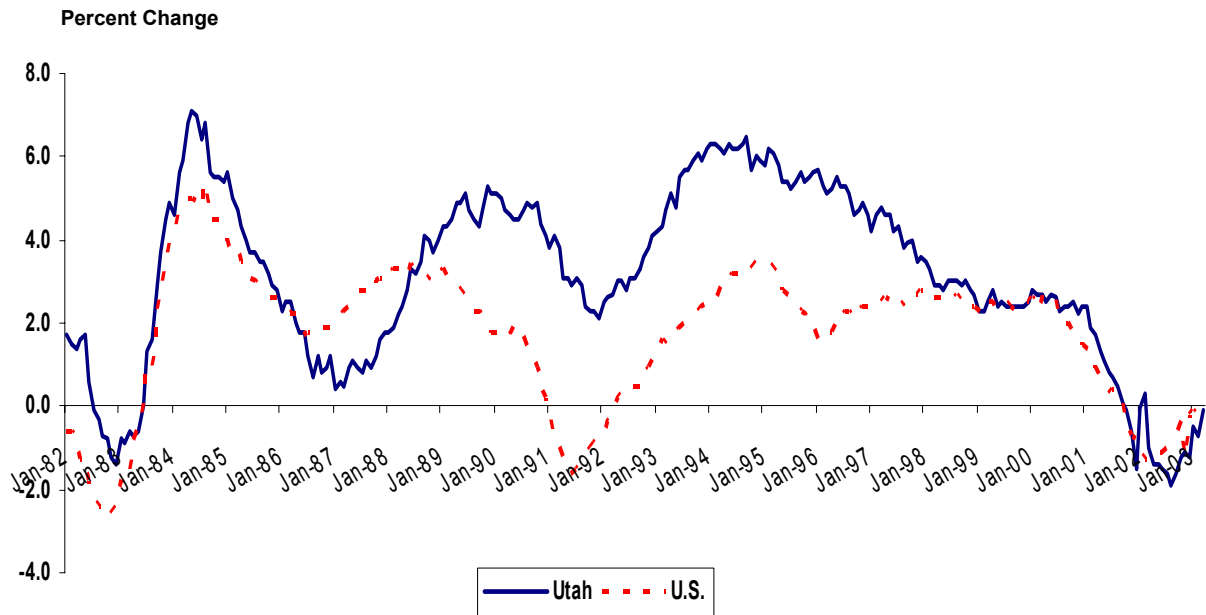
- **Day 407**, March 17, the UDOH Immunization Program received an award at the National Immunization Conference for increasing the state immunization coverage by 8.5% for the basic immunization series among two-year old children since 1999. The new rate for Utah, just announced at the conference for the National Immunization Survey standards, was 74.3% (4:3:1:3:3) compared to the national average of 73.1%. Utah went from 47th in the nation to 26th in this category.
- **Day 409**, March 19, 2003, the governor signed HB 248, PRIVACY OF STATE DATABASE HEALTH RECORDS, a bill that enhances privacy of individual donor data held by Utah Population Database. The legislation will provide a cocoon of privacy for the records used by GenData.
- **Day 409**, March 19, 2003, the governor signed SB 151, AMENDMENTS RELATED TO INFORMATION TECHNOLOGY, a bill that gives the state's chief information officer added ability and flexibility to coordinate statewide information technology progress. The legislation removes barriers to inter-agency and inter-branches of government collaboration. The bill changes membership of IT commission, eliminates the ITPSC, gives the CIO rulemaking authority, empowers the CIO to develop a statewide strategic plan for IT and gives the CIO authority to review agency plans.
- **Day 409**, March 19, 2003, supported passage of HB 316, AEROSPACE AND AVIATION DEVELOPMENT ZONE; a bill that will stimulate economic development at Utah's airports. Aerospace is another economic ecosystem.
- **Day 409**, March 19, 2003, the state created a forum where communities can evaluate and consider their community master plans as they relate to future transportation planning. The first transportation project to implement this forum is the Mountain View Corridor in west Salt Lake County and northwest Utah County. Participants in this new process include the Utah Department of Transportation, Utah Transit Authority, Envision Utah and other government agencies and non-government groups.
- **Day 411**, March 21, 2003, the governor supported passage of HB 240S1, VENTURE CAPITAL ENHANCEMENTS, which creates a \$100 million fund to stimulate venture capital investment in Utah. After securing the necessary safeguards for the state and protections for the local venture capital community, Governor Leavitt placed his support behind this important economic development legislation. Leavitt will sign the bill in Silicon Valley on March 25, 2003.
- **Day 413**, March 23 2003 Governor Leavitt signed Senate Bill 2- Bond Act, which will provide the Capitol Preservation Board with \$10 million dollars in funding for the restoration of the Utah State Capitol. Monies will be used to improve the safety of this important state symbol in case of an earthquake, as well as preserve and protect the Capital from expected wear.
- **Day 414**, March 24, 2003, the governor signed SB 147SI, STREAMLINE SALES TAX PROJECT AMENDMENTS, a bill that will help create a level playing field for Utah retailers. The bill moved Utah's sales tax structure into the 21st Century by adopting the recommendations of the multi-state commission on streamline sales tax. Once 10 states, or 20% of the country's population subject to sales tax, sign on Congress can grant states the ability to collect sales taxes owed, but not collected on remote sales.

- **Day 428**, April 7, a ceremonial bill signing was held at the Governor's Gold Room to celebrate House Bill 72, which allocates an additional \$1.5 million of the Tobacco Master Settlement Agreement to Utah's Children's Health Insurance Program (CHIP). Beginning July 1, 2003, this funding will become available and will enroll approximately 4,000 additional kids on CHIP. In addition it will allow fillings and other dental services needed treat tooth decay, to be restored.
- **Day 431**, April 10, the Primary Care Network (PCN) served nearly 14,000 applicants. This new form of health coverage is the first of its kind in the nation. PCN will remain open to eligible adults until 25,000 are covered. To date, the program has accepted almost 38,000 applications; nine percent of which were submitted online.
- **Day 438**, April 17, 2003, the Utah Department of Transportation, along with the Federal Highway Administration and the U.S. Army Corps of Engineers, began work on the Supplemental Environmental Impact Statement for the Legacy Parkway Project, a 14-mile proposed highway in Davis County. Legacy Parkway is part of a shared transportation solution that includes commuter rail, expanding Interstate 15 and improving existing arterial routes. The SEIS should be complete in Spring 2004.

Performance Measures

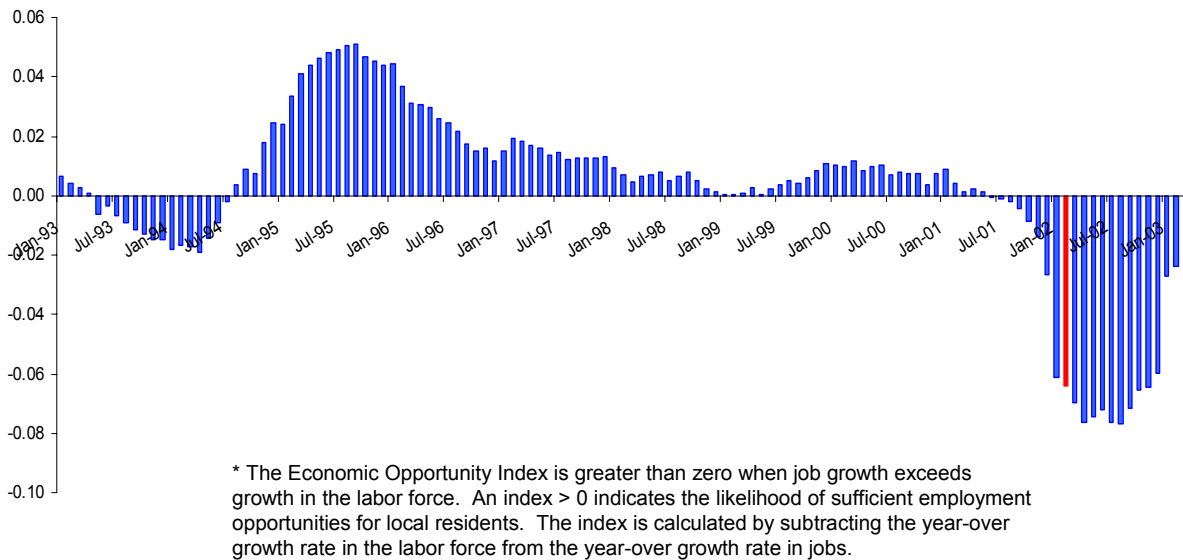
Year-Over Job Growth

Utah and U.S.



Economic Opportunity Index

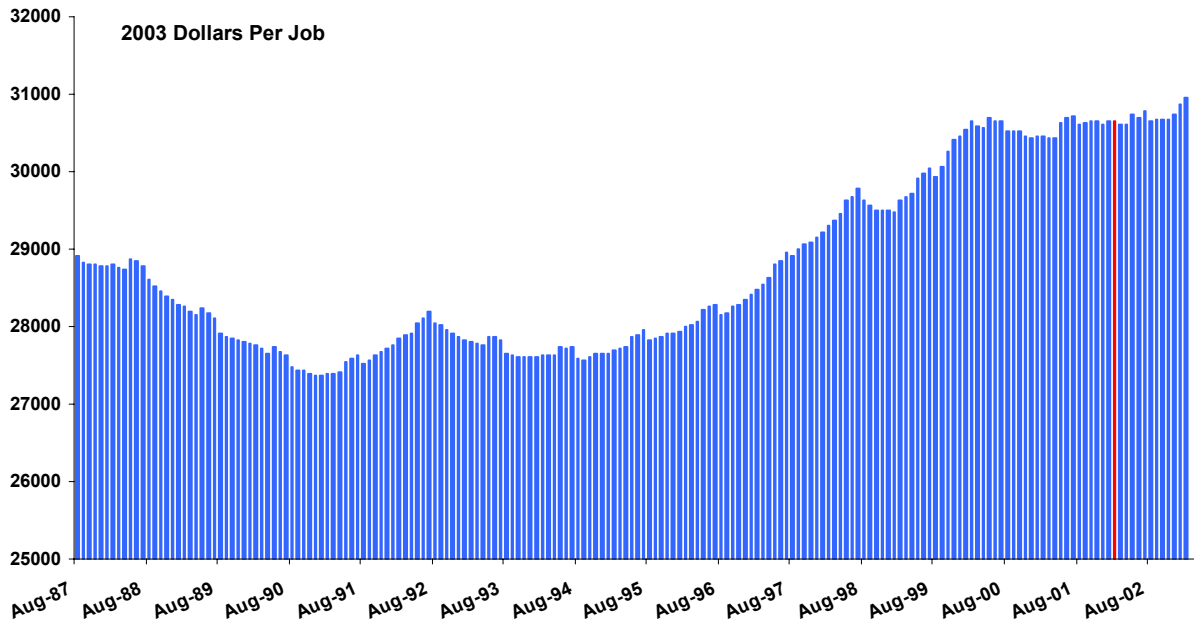
Comparison of Labor Force Growth and Job Creation in Utah



Source: Governor's Office of Planning and Budget

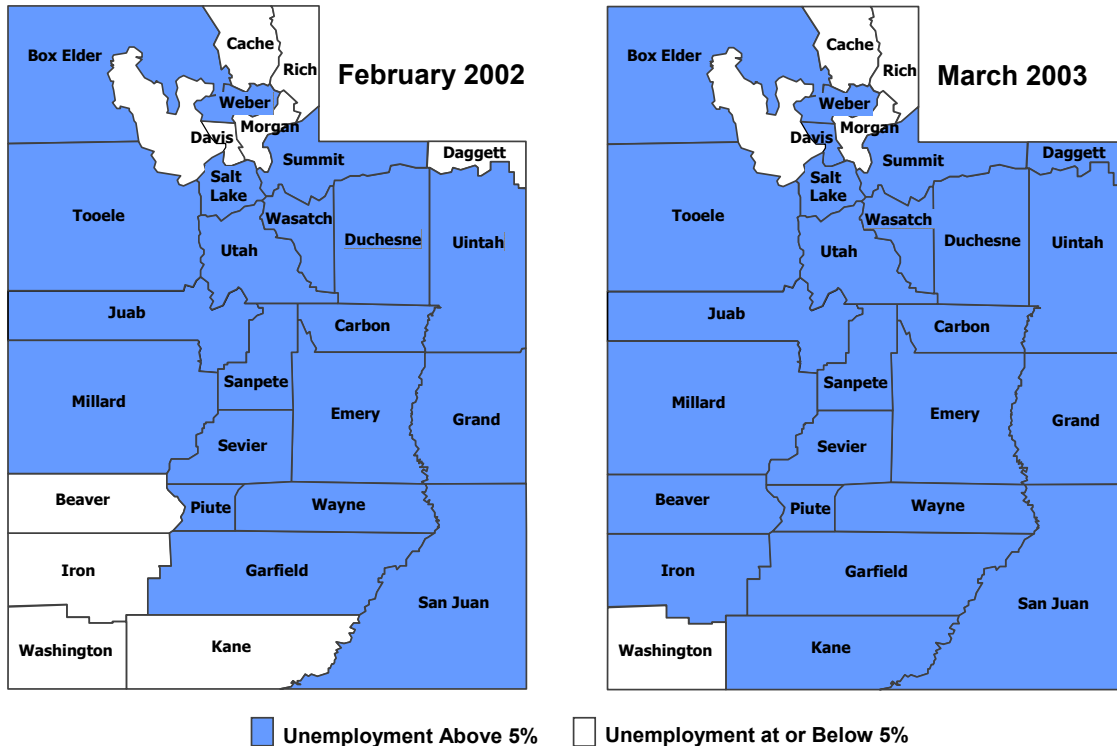
Quality Job Index

Inflation-Adjusted Average Monthly Wage in Utah



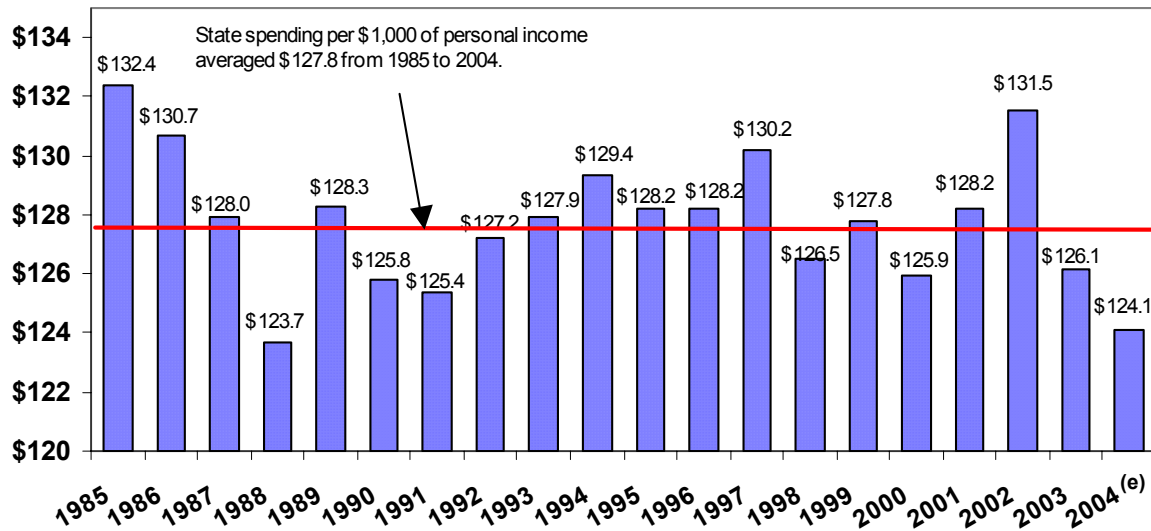
Source: Governor's Office of Planning and Budget

Utah Unemployment Rates by County



Efficient Government

State Spending Per \$1000 of Personal Income



* This data is preliminary and will be revised in April 2003 when the FY 2004 State of Utah Budget Summary is released.

Source: Governor's Office of Planning and Budget